Installation Management Agency's Competitive Sourcing Management Strategy

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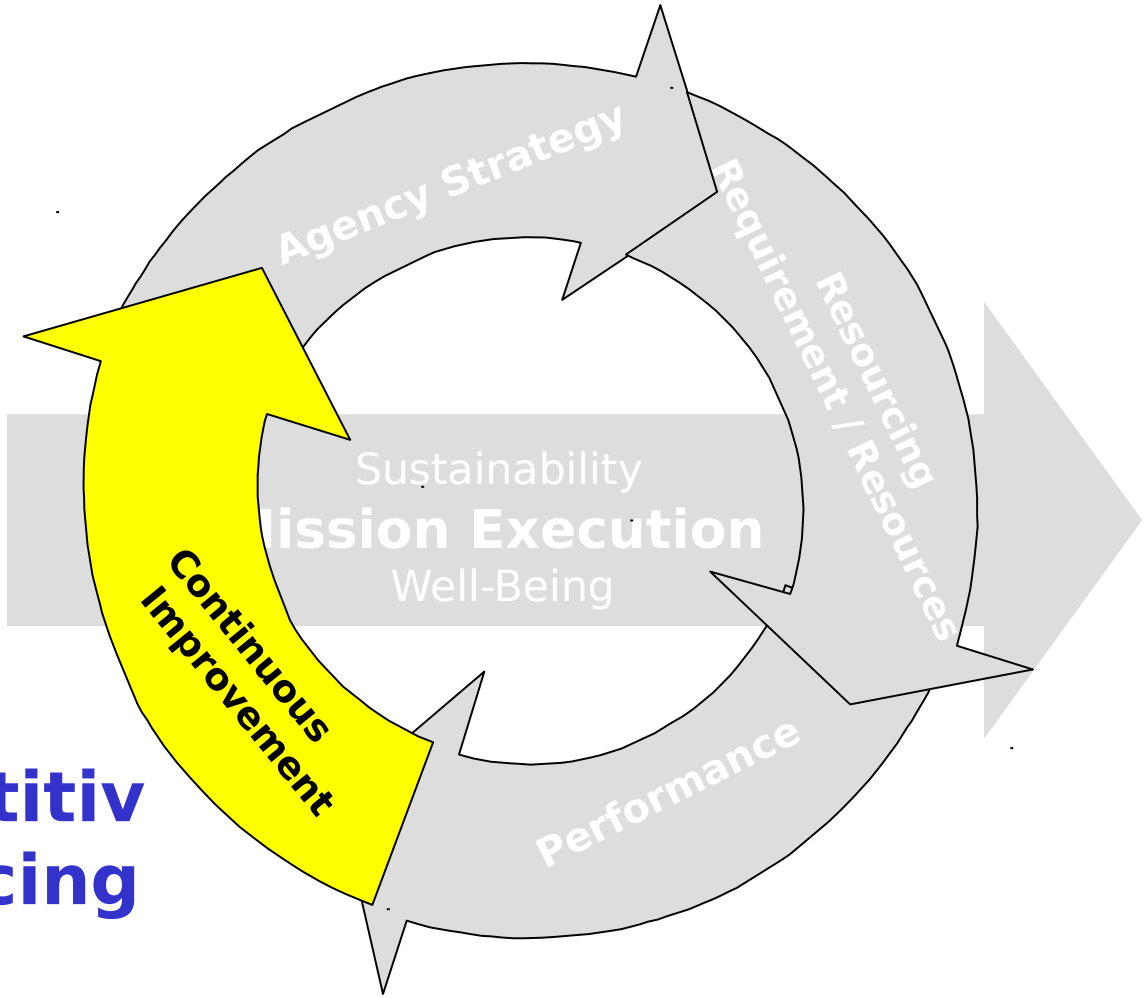
Our Mission: ***Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the Military community.***

Leading Change for Installation Excellence

Competitive Sourcing Management Strategy

CORPORATE MANAGEMENT PROCESS



Competitiv e Sourcing

Agenda

- Principles
- Business Strategy
- Policy and Procedures
- Strategic Communication
- Acquisition Support
- Human Resource Advisor Support
- Training
- Monitoring Competition Progress / Status
- Competition Readiness and Execution Activities
- OPTEMPO Issues

Principles

Ensure that fair and equitable public-private competitions are conducted without bias for any preferred outcome or preferential treatment of any source (private sector, government personnel, or other agencies)

- Promote Competition
- Use Performance Based Solicitations

Business Strategy – Main Objectives

- OMB Circular A-76 Compliance
- Cost Effectiveness
- Uniqueness Considerations
- Minimize Disruption
- Mission-accomplishment Oriented
- Consistent, Repeatable, Efficient

Business Strategy – Decision Process

- Function and Sub-function Analysis
- Garrison Locations
- Installation Mission Analysis
- Unique Characteristics
- Grouping Determination
- Competition Type

Business Strategy – General Strategy Recommendations

Operational Mission

- Overall Installation Mission is a Grouping Criterion

Functionally

- Group DPW, ENV, and DOL Functions, Perhaps DPTM
  - Synergies and industry structure
- Compete DOIM as a Stand Alone Function
- Consider Grouping MILPO and DPTM Based on Scoping
- Group Installation Support Functions
  - Chaplain, Legal, Safety
- Consistent with SGO

Business Strategy – General Strategy Recommendations

Geographically

- Compete Isolated Locations as Stand Alone Competitions (e.g. Hawaii)
- Compete California Locations Separately
  - Business regulations restrictive

Competition Size

- Streamlined Competition – functions with less than 65 spaces, but more likely 10 spaces
- Standard Competition – optimal size is greater than 100 and less than 800 spaces

Business Strategy – Implementation Plan

- IMA to study 13,500 positions by FY09 (Army Target 29K)
  - 1,574 positions in FY06
- Implementation Plan (priority order)
  - Compete positions previously not competed - large functions
  - Re-compete established MEOs
  - Compete small functions
- Apply Business Strategy to Implementation Plan
- Implementation Plan Impacted by
  - Global War on Terror
  - Mobilization-Deployment-Redeployment-Demobilization
  - BRAC, AMF, IGPBS, Joint Basing

Policy and Procedures

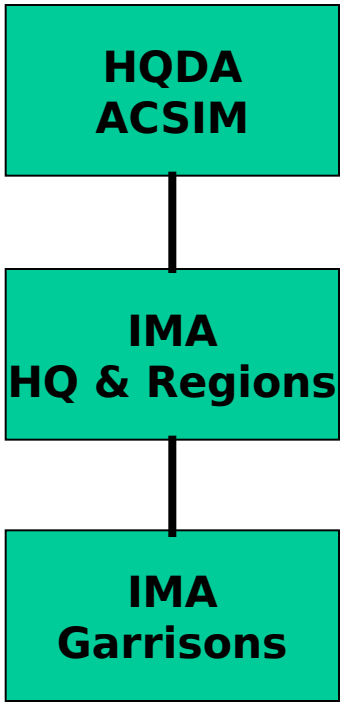
- Roles and Responsibilities
- Standardization Initiatives
  - Appointment Letters and Public Announcement Documents
  - Competition Documents
  - PWS Templates

Policy and Procedures – Process Development

- Time Limit Waiver Request
- Competition Officials Appointment Letters
- Congressional Notification of Intent to Initiate a Competition (Information for Members of Congress [IMC])
- Public Announcement in FedBizOpps (Clock Start Date)
- Notification of Performance Decision (Clock Stop Date)
- Notification to Congress of Final Performance Decision (IMC)
- Public Announcement in FedBizOpps of Final Performance Decision
- DCAMIS Updates

Policy and Procedures – Policy Approval and Distribution Procedures

Chain of Command



Policy and Procedures – Standardization Initiatives

HQ with input from the Region and Garrison

- Non-disclosure Agreement
- Public Announcement Letters
- Appointment Letters
- Acquisition Templates
  - PWS
  - Section L (Instructions, Conditions, and Notices to Offerors) and Section M (Evaluation Factors for Award)
  - Quality Assurance Surveillance Plan
  - QASP Handbook
- Agency Tender *Format*
- Competition Communication Plan
- Post MEO Review Report / Contract Review

Competitive Sourcing Management Strategy

Strategic Communication

HQ

- Competitive Sourcing Website
- Vet and Promulgate Local Innovation, Best Practices and Lessons Learned

Regions

- Coordinate Garrison Activity
- Act as Conduit Between HQ and Garrison
- Distribute Best Practices and Lessons Learned

Garrisons

- Develop Competition Specific Communication Plan
- Deliver Workforce Competition Updates (Monthly)
- Request Competition Deferral

Acquisition Support

HQ

- Ensure that Army Contracting Agency (ACA) Provides Centralized Acquisition Support for Competitions at ACA Northern and Southern Regions
- Supplement ACA Training as Required

Regions

- Run Source Selection Evaluation Board

Garrisons

- Provide Local / Functional Knowledge Needed
- Receive SSEB Training as Needed

Human Resource Advisor Support

HQ

- Provide Centralized Human Resource Advisor Support
  - HQ IMA sets HRA policy and procedure
    - Reduction-in-force procedures
    - Employee transition plan template

Garrisons

- HR Support Provided by Civilian Human Resources Agency (CHRA)
- HRA Provides / Ensures Provision of HR Support to MEO Team
  - Develop and classify position descriptions
  - Assist with phase-in plan
  - Interface with directly affected employees
  - Mock RIF / RIF
  - VERA / VSIP

Training Material Development and Delivery

HQ

Regions

- Develop and Deliver Competitive Sourcing 101 Training for Action Staff
- Develop and Deliver Competitive Sourcing Executive Summary Training for Management
- Develop and Deliver Post Competition Accountability Training
- Assist ACA with Delivery of Source Selection Evaluation Board Training
- Review and Approve Competition Training Materials from Support Contractor
- Fund / Authorize DAU Training Sessions (TDY Expenses)

Required Training

HQ

Regions

- Develop / Receive:
  - Competitive Sourcing Executive Summary Training
  - Post Competition Accountability Training
  - Competitive Sourcing Executive Summary Training

Garrisons

- Receive Source Selection Evaluation Board Training
- Receive Competitive Sourcing 101 Training
- Receive Post Competition Accountability Training
- Receive Competition Training – Just-in-Time by Contractors Supporting Competitions
  - PWS / Solicitation Development Workshops
  - Agency Tender Development Workshops

Additional Training

HQ

Regions

Garrisons

- DCAMIS Training
- DAU Competitive Sourcing Courses (TDY Expenses)
  - A-76 Competitive Sourcing Overview (Web-based self-service)
  - Preliminary Planning
  - Acquisition Actions
  - Agency Tender Development
- IMI

Monitoring Competition Progress / Status

HQ

Regions

Oversee:

- Competitive Sourcing Program
- Competition Progress
  - Competition schedule
  - DCAMIS review and validation
- Post Competition Activity Progress
  - Best practices and lessons learned
  - Execution tracking
  - Competitive sourcing quarterly report
  - Contest / protest
- Post MEO Review (if necessary)
- QASP Implementation
- Performance Data Collection

Competition Readiness and Execution Activities

HQ

- Procure Contractor Competition Support
  - Short Term: Individual Contracts
  - Long Term: Multiple Award IDIQ Contract
  - Preliminary Planning through Final Decision
- Deploy HQ Contractor Assets for “Rapid Response” On-site Competition Assistance
- Develop Program Competition Schedule
- Conduct Initial Preliminary Planning Steps
- Ensure Policy Compliance
- Provide Competition Resources to Regions

Competition Readiness and Execution Activities

Regions

- Develop Competition Specific Schedules and POA&Ms
- Assist with Competition Specific Preliminary Planning
- “Own” Region-wide Competitions
- Provide Competitive Sourcing Technical Assistance
- Deploy Region Contractor support for “Rapid Response” On-site Assistance
- Develop, Oversee and Support SSEB
- Oversee Support Contractor
- Review Competition Documents

Competition Readiness and Execution Activities

Garrisons

- "Own" Competitions
- Provide Input on Competition Scope
- Request Policy Waiver
- Provide Team Resources
- Develop Competition Documents
- Develop Continuing Government Organization
- Provide Technical Advisor for Region-wide Competitions
- Implement QASP
- Implement MEO (if necessary)
- Document Service Provider Performance
- Manage / Document Change Order
- Conduct Post MEO Review (if necessary)
- Input / Update DCAMIS

OPTEMPO Issues

- Global War on Terrorism (GWOT)
- Base Realignment and Closure (BRAC)
- Joint Basing
- Army Modular Force (AMF)
- Integrated Global Presence and Basing Strategy (IGPBS)
- Lean Six Sigma (LSS)

END OF BRIEF

NSTALLATION MANAGEMENT AGENC

"Sustain, Support and Defend"